Commission de la fonction publique du Canada

Public Service Commission of Canada

Public Service Commission of Canada

2013–14

Departmental Performance Report

The Honourable Shelly Glover, P.C., M.P.
Minister of Canadian Heritage and Official Languages

Canada

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The Public Service Commission of Canada, 22 Eddy Street, Gatineau, Quebec K1A 0M7
cfp.infocom.psc@cfp-psc.gc.ca

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2013-14 Departmental Performance Report

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Foreword

Departmental Performance Reports are part of the Estimates family of documents. Estimates documents support appropriation acts, which specify the amounts and broad purposes for which funds can be spent by the government. The Estimates document family has three parts.

Part I (Government Expenditure Plan) provides an overview of federal spending.

Part II (Main Estimates) lists the financial resources required by individual departments, agencies and Crown corporations for the upcoming fiscal year.

Part III (Departmental Expenditure Plans) consists of two documents. Reports on Plans and Priorities (RPPs) are expenditure plans for each appropriated department and agency (excluding Crown corporations). They describe departmental priorities, strategic outcomes, programs, expected results and associated resource requirements, covering a three-year period beginning with the year indicated in the title of the report. Departmental Performance Reports (DPRs) are individual department and agency accounts of actual performance, for the most recently completed fiscal year, against the plans, priorities and expected results set out in their respective RPPs. DPRs inform parliamentarians and Canadians of the results achieved by government organizations for Canadians.

Additionally, Supplementary Estimates documents present information on spending requirements that were either not sufficiently developed in time for inclusion in the Main Estimates or were subsequently refined to account for developments in particular programs and services.

The financial information in DPRs is drawn directly from authorities presented in the Main Estimates and the planned spending information in RPPs. The financial information in DPRs is also consistent with information in the Public Accounts of Canada. The Public Accounts of Canada include the Government of Canada Consolidated Statement of Financial Position, the Consolidated Statement of Operations and Accumulated Deficit, the Consolidated Statement of Change in Net Debt, and the Consolidated Statement of Cash Flow, as well as details of financial operations segregated by ministerial portfolio for a given fiscal year. For the DPR, two types of financial information are drawn from the Public Accounts of Canada: authorities available for use by an appropriated organization for the fiscal year, and authorities used for that same fiscal year. The latter corresponds to actual spending as presented in the DPR.

The Treasury Board *Policy on Management, Resources and Results Structures* further strengthens the alignment of the performance information presented in DPRs, other Estimates documents and the Public Accounts of Canada. The policy establishes the Program Alignment Architecture of appropriated organizations as the structure against which financial and non-financial performance information is provided for Estimates and parliamentary reporting. The same reporting structure applies irrespective of whether the organization is reporting in the Main Estimates, the RPP, the DPR or the Public Accounts of Canada.

A number of changes have been made to DPRs for 2013–14 to better support decisions on appropriations. Where applicable, DPRs now provide financial, human resources and performance information in Section II at the lowest level of the organization's Program Alignment Architecture.

In addition, the DPR's format and terminology have been revised to provide greater clarity, consistency and a strengthened emphasis on Estimates and Public Accounts information. As well, departmental reporting on the Federal Sustainable Development Strategy has been consolidated into a new supplementary information table posted on departmental websites. This new table brings together all of the components of the Departmental Sustainable Development Strategy formerly presented in DPRs and on departmental websites, including reporting on the Greening of Government Operations and Strategic

Environmental Assessments. Section III of the report provides a link to the new table on the organization's website. Finally, definitions of terminology are now provided in an appendix

.

President's Message

I am pleased to present the *2013-2014 Departmental Performance Report* of the Public Service Commission (PSC).

The mandate of the PSC is to promote and safeguard merit-based appointments and, in collaboration with other stakeholders, to protect the non-partisan nature of the public service. The PSC reports on its mandate to Parliament.

Under the delegated staffing system set out in the *Public Service Employment Act* (PSEA), the PSC fulfills its mandate by providing policy guidance and expertise, as well as by conducting effective oversight. In addition, the PSC delivers innovative staffing and assessment services.

In 2013-14, on behalf of the Commission, I met with Parliamentary committees to discuss the PSC's work in areas such as its Main Estimates, overall trends in staffing, oversight, renewal, non-partisanship, employment equity, workforce adjustment and Priority Administration. The Commission looks forward to continuing to engage Parliamentarians in a productive dialogue.

The PSC's first priority in 2013-14 was to provide ongoing independent assurance to Parliament in relation to the performance of the staffing system under the PSEA. To ensure Parliament is provided with continued assurance and feedback on the overall health of the staffing system while reducing reporting requirements of departments and agencies, in 2013-14 the PSC updated monitoring instruments such as the Appointment Delegation and Accountability Instrument and the Staffing Management Accountability Framework. In addition, the PSC conducted 12 audits as planned and continued to enhance its risk-based audit approach. Finally, the PSC conducted an independent review of the investigations function to identify measures that could strengthen the operations. The PSC has examined the recommendations and is making changes, where necessary, in order to mature its investigation function.

The PSC's second priority was to continue to enhance the Priority Administration Program. In 2013-14, following consultations with deputy heads, heads of human resources (HR), managers and bargaining agents, the PSC strengthened accountability and clarified roles and responsibilities in administering priority entitlements through changes to its policy framework. Through active engagement with central agency partners, bargaining agents, deputy heads, hiring managers and HR advisors, the PSC communicated changes to its policy framework and tools with a view to enhancing policy and support services to facilitate the placement of as many persons with a priority for appointment as possible, as quickly as possible. Finally, the PSC implemented further system improvements to the Priority Information Management System to ensure the order of entitlements was respected.

The third priority during this reporting period was to work with stakeholders to foster increased awareness of non-partisanship as a core value of the public service. The PSC enhanced its communications and outreach activities with stakeholders to further increase employees' awareness of their legal rights and responsibilities related to political activities. Through the development and enhancement of outreach and tools such as learning events, an animated video, a Political Activities Self-Assessment Tool, quiz and brochures, the PSC worked with departments and agencies to ensure continued dialogue on how to best maintain the non-partisan nature of the public service.

Through these and other measures, the PSC continued to provide innovative staffing and assessment services to departments and agencies, developing efficient and cost-effective options for clients and focusing on a targeted outreach. In addition, throughout the year, activities within the PSC saw notable enhancements. Corporate financial and HR planning were integrated into a three-year rolling business plan. The process for the development of computer applications was standardized and improvements to prioritizing information management and information technology projects were adopted.

The PSC also moved its headquarters to Gatineau. In the process we became one of the first federal organizations to transition to the modernized Workplace 2.0 standard work environment. These achievements would not have been possible without the engagement of PSC employees.

The PSC will continue to foster strong relationships with all stakeholders, including Parliamentarians, departments and agencies and bargaining agents, so that Canadians continue to benefit from a professional and non-partisan public service.

Anne-Marie Robinson
President
12 September, 2014

Section I – Organizational Expenditure Overview

Organizational Profile

Minister: *The Honourable Shelly Glover, P.C, M.P.*

Institutional Head: *Anne-Marie Robinson*

Ministerial portfolio: *The Public Service Commission of Canada is part of the Canadian Heritage portfolio*

Year established: *1908*

Main legislative authorities: *Public Service Employment Act (S.C. 2003, c.22, 12, 13)*

Other:

- *Canadian Heritage Web site*
- *Public Service Commission of Canada Web site*

Organizational Context

Raison d'être

The mandate of the Public Service Commission (PSC) is to promote and safeguard merit-based appointments and, in collaboration with other stakeholders, to protect the non-partisan nature of the public service. The PSC reports independently on its mandate to Parliament.

Under the delegated staffing system set out in the *Public Service Employment Act* (PSEA), the PSC fulfills its mandate by providing policy guidance and expertise, as well as by conducting effective oversight. In addition, the PSC delivers innovative staffing and assessment services.

Responsibilities

The PSC is responsible for promoting and safeguarding merit-based appointments that are free from political influence and, in collaboration with other stakeholders, for protecting the non-partisan nature of the public service. It reports independently on its mandate to Parliament.

The PSC is mandated to:

- Make appointments to and within the public service, based on merit and free from political influence. The PSEA provides the authority to the Commission to delegate to deputy heads its authority to make appointments to positions in the public service. This authority is currently delegated to the deputy heads subject to the PSEA, across the federal government;

- Administer the provisions of the PSEA that are related to the political activities of employees and deputy heads. Part 7 of the PSEA recognizes the right of employees to engage in a political activity, while maintaining the principle of political impartiality in the public service. It also sets out specific roles and responsibilities for employees and for the PSC related to political activities; and

- Oversee the integrity of the staffing system and, in collaboration with other stakeholders, ensure non-partisanship. This oversight role includes: The regulatory authority and policy-setting function; the ongoing support and guidance and the monitoring of the staffing performance of delegated organizations; the conduct of audits that provide an independent assessment of the performance and management of staffing activities and the conduct of investigations of staffing processes and improper political activities by public servants.

Strategic Outcome and Program Alignment Architecture

Strategic Outcome: To provide Canadians with a highly competent, non-partisan and representative public service, able to provide service in both official languages, in which appointments are based on merit and the values of fairness, access, representativeness and transparency.

- **1.1 Program:** Staffing System Integrity and Political Impartiality
  - **1.1.1 Sub-Program:** Staffing and Non-partisanship Policies, Advice and Support
  - **1.1.2 Sub-Program:** Delegation, Political Activities, Official Languages and Priority Administration
- **1.2 Program:** Staffing Services and Assessment
  - **1.2.1 Sub-Program:** Staffing Services
  - **1.2.2 Sub-Program:** Assessment
  - **1.2.3 Sub-Program:** Enabling Infrastructure
- **1.3 Program:** Oversight of Integrity in Staffing and of Non-Partisanship.
  - **1.3.1 Sub-Program:** Monitoring
  - **1.3.2 Sub-Program:** Audit and Data Services
  - **1.3.3 Sub-Program:** Investigations
- **Internal Services**

Organizational Priorities

The PSC will focus its attention and resources on the following priorities, in order to achieve its Strategic Outcome during the planning period.

Priority I	Type[1]	Strategic Outcome and/or program(s)
The PSC will provide ongoing independent assurance to Parliament in relation to the performance of the staffing system under the PSEA.	On-going	1.1.0 - Staffing System Integrity and Political Impartiality 1.2.0 - Staffing Services and Assessment 1.3.0 - Oversight of Integrity in Staffing and of Non-partisanship

Summary of Progress on Priority I:

The PSC is accountable to Parliament for the overall integrity of the staffing system in the federal public service, for organizations under the PSEA, and holds deputy heads accountable for how delegated authorities are exercised in their own organizations. The PSC assures itself of the integrity of the staffing system through its oversight framework, which is comprised of monitoring, audits and investigations, in addition to its regulatory authority and policy-setting function.

The PSC continued to support improved performance and accountability within departments and agencies by implementing a range of plans set out in its 2013-14 Report on Plans and Priorities. For example, the PSC:

- Initiated a horizontal review of policy and oversight functions to ensure they are integrated and improve staffing across government. The focus of the review is to increase the efficiency and effectiveness of the staffing system, ensuring it is responsive to the evolving needs and expectations of departments and agencies. In 2013-14, early engagement began with key stakeholders and research was initiated to inform the direction of the review.

Policies and Outreach

- Through analysis and review of oversight results, the PSC provided customized on-site assistance to organizations in areas noted for improvement. Examples of support provided included tailored coaching of employees, implementation of monitoring programs and the development of targeted training to human resources (HR) advisors; and

- Strengthened and increased the number of outreach activities. One hundred and seventeen outreach activities were offered to departments and agencies to consult on emerging issues, share key trends and lessons learned to support effective management of staffing delegation.

Monitoring, Audits and Investigations

- Implemented a new Staffing Management Accountability Framework (SMAF) with a view to making it a more streamlined and effective management tool for deputy heads and introduced a redesigned Appointment Delegation and Accountability Instrument

[1] "Type" is categorized as follows:
Previously committed – Committed to in the first or second fiscal year, before the subject year of the report;
Ongoing – Committed to at least three fiscal years before the subject year of the report; and
New – Newly committed to in the reporting year of the Report on Plans and Priorities.

(ADAI) to improve the communication and understanding of the terms and conditions of delegation;

- Continued to adapt and enhance its risk-based audit approach to support system-wide learning and provide assurance to Parliament on the integrity of the staffing system and ensure useful and timely feedback to departments and agencies; and
- Conducted an independent review of the investigation function to assess and examine its role and contribution and to identify measures that could strengthen the operations.

Staffing and Assessment Services

- Increased the use of virtual training through Webex and video-based training to best accommodate departmental/agency users and reduce travel costs;
- Continued to host standardized e-tests from other organizations on its On-line Testing Facility. The volume of departmental/agency on-line tests administered more than quadrupled, from 3,990 in 2012-2013 to 17,808 in 2013-14;
- Continued to offer advice and guidance, including outlining when to use Unsupervised Internet Tests (UIT) within a selection process. In 2013-14, the PSC's UITs, a faster, cost effective method of assessment, were administered to 21,886 job applicants; and
- Assisted organizational clients who requested assistance in creating customized competency frameworks and related assessment tools; for example, at the Parole Board and for the Meteorological Technicians at Environment Canada.

Modernizing Services Using Internet-based Tools

- Continued to modernize its staffing and assessment services to enhance the quality of hiring to the public service, including further expansion of electronic testing;
- Piloted 800 new second language evaluation (SLE) test questions with over 40,000 test-takers, representing the diversity of the Canadian population. Questions included formats designed to enable more people to access the standardized tests without special accommodation; and
- Completed its suite of unsupervised tests which make up PSC's Public Service Entrance Exam, with the launch of the UIT to assess judgement in a work setting for officer-level positions.

Priority II	Type	Strategic Outcome and/or program(s)
The PSC will continue to enhance its Priority Administration Program.	On-going	1.1.0 - Staffing System Integrity and Political Impartiality 1.2.0 - Staffing Services and Assessment 1.3.0 - Oversight of Integrity in Staffing and of Non-partisanship

Summary of Progress on Priority II:

In 2013-14, the PSC continued to support departments and agencies in their workforce management efforts. Persons with a priority entitlement, including persons declared surplus, are eligible to be appointed ahead of all others to vacant positions in the public service, provided they meet the essential qualifications of those positions.

Through its management of the Priority Administration Program, the PSC supported departments and agencies by implementing plans set out in its 2013-14 Report on Plans and Priorities. For example, the PSC:

- Enhanced policy and support services to facilitate the placement of as many persons with a priority for appointment as possible, as quickly as possible. This included a strengthened and clarified policy framework on priority appointments that was updated following consultation with deputy heads, heads of HR, managers and bargaining agents;
- Implemented system improvements in the Priority Information Management System (PIMS) to facilitate the placement of persons with a priority for appointment in departments and agencies. Public Service Resourcing System (PSRS) enhancements were made to provide home access to internal jobs for laid-off persons with priority entitlements; and
- Managed a hotline allowing persons with a priority for appointment to have direct access to advisors on Priority Administration questions. Over 1,990 calls were answered by Priority Administration advisors in 2013-14. Maintained communications with stakeholders through the community of practice for advisors in Priority Administration, participation at interdepartmental committees and creation of detailed communication packages and tools to deputy heads.

Priority III	Type	Strategic Outcome and/or program(s)
The PSC will work with stakeholders to foster increased awareness of non-partisanship as a core value of the public service.	On-going	1.1.0 - Staffing System Integrity and Political Impartiality

Summary of Progress on Priority III:

The Preamble to the PSEA recognizes that Canada will continue to benefit from a public service that is based on merit and non-partisanship and in which these values are independently safeguarded. Upholding the non-partisan nature of the public service is the responsibility of all employees, whatever their levels and duties. The PSC, in collaboration with other stakeholders, plays a key role in ensuring that the public service remains non-partisan.

Through its management of political activities and non-partisanship, the PSC supported departments and agencies by implementing plans set out in its 2013-14 Report on Plans and Priorities. For example, the PSC:

- Enhanced its communications and outreach activities with stakeholders to further increase employees' awareness of their legal rights and responsibilities related to political activities. For instance, the PSC developed an animated video to explain the candidacy process for employees requesting permission from the PSC prior to seeking nomination or being a candidate in an election;
- Revised the Political Activities Quiz, which has been completed a total of 4,816 times since its launch in the fall of 2012. Finally, the Political Activities Self-Assessment Tool was updated and used 2,300 times in 2013-14; and
- Worked in partnership with the Canada School of Public Service (CSPS) to identify courses in their curriculum where political activities-related information could be added or enhanced. Political activities material is now included in 11 courses at the CSPS.

Risk Analysis

Key Risks

Risk 1	Risk Response Strategy	Link to Program Alignment Architecture
Increased Volume of Priority Persons in the Priority Administration Program The PSC has legal responsibility for, and plays a leadership role in, ensuring that persons who meet specific conditions to be appointed in priority to all other persons, are referred to vacancies and appointed, if qualified. There is a risk that an increase in the number of employees declared surplus could impact the program's ability to meet this commitment.	The PSC mitigated this risk by temporarily reallocating resources to ensure that the fluctuating needs of employees and organizations were met, while also respecting core public service values. Furthermore, the PSC implemented an enhanced priority appointment policy framework with related system and communications improvements to ensure the timely appointment of persons with a priority entitlement. As volumes have stabilized, this risk will not carry over to 2014-15.	1.1.0 - Staffing System Integrity and Political Impartiality 1.2.0 - Staffing Services and Assessment 1.3.0 - Oversight of Integrity in Staffing and of Non-partisanship
Risk 2	**Risk Response Strategy**	**Link to Program Alignment Architecture**
Increased Demand for Policy Advice and Shifting Demand for Services The demand for certain staffing and assessment services is declining as the public service gets smaller and departments become more self-reliant. At the same time, the PSC is experiencing an increase in demand for policy advice and guidance.	The PSC mitigated this risk by reallocating resources to better align with the shifting needs of departments and agencies. As the fiscal year ended, the PSC continued to enhance its integrated approach to governance, corporate planning and resource allocation. Those efforts are supported by the ongoing monitoring and analysis of its evolving environment. In the short-to-medium term, this trend is expected to continue and will, therefore, also be closely monitored during 2014-15.	1.1.0 - Staffing System Integrity and Political Impartiality 1.2.0 - Staffing Services and Assessment

Risk 3	Risk Response Strategy	Link to Program Alignment Architecture
Maintaining Business Continuity in the Move to Gatineau , Quebec, and Changing Environment The move to Gatineau will support new ways of working and new work tools, including the adoption of Workplace 2.0 standards. The move could create challenges to managing costs, disruptions to PSC operations and helping people adapt to the new work location and environment.	The PSC mitigated this risk through improved governance, an integrated approach to planning and change management, careful project management, and measures to sustain employee engagement and retain talent. The move took place in November and December of 2013. The project team was left in place through the fourth quarter to assure the successful adaptation of systems and employees to the new working environment. As the fiscal year ended, this risk had been completely mitigated and will not carry over to 2014-15.	Internal Services

Actual Expenditures

Budgetary Financial resources (dollars)

2013–14 Total Budgetary Expenditures (Main Estimates)	Planned Spending 2013–14	Total Authorities Available for Use 2013–14	Actual Spending (authorities used) 2013–14	Difference (actual minus planned)
89,949,594	89,949,594	93,700,217	85,567,265	(4,382,329)

Human resources (full-time equivalents — FTEs)

Planned	Actual	Difference
922	760	(162)

Budgetary Performance Summary for Strategic Outcome(s) and Program(s) (dollars)

Strategic Outcome, Programs and Internal Services	2013–14 Main Estimates	2013–14 Planned Spending	2014–15 Planned Spending	2015–16 Planned Spending	2013–14 Total Authorities Available for Use	2013–14 Actual Spending (authorities used)	2012–13 Actual Spending (authorities used)	2011–12 Actual Spending (authorities used)
Strategic Outcome: To provide Canadians with a highly competent, non-partisan and representative public service, able to provide service in both official languages, in which appointments are based on merit and the values of fairness, access, representativeness and transparency.								
	89,949,594	89,949,594	83,693,487	83,327,260	93,700,217	85,567,265	95,730,066	105,605,883
Program 1.1 : Staffing System Integrity and Political Impartiality is focused on independently safeguarding merit and non-partisanship in the federal public service. This program includes developing and advancing strategic policy positions and directions; conducting policy research; establishing PSC policies and standards; providing advice, interpretation and guidance; and administering delegated and non-delegated authorities, including official languages, the political activities regime and priority administration.								
	12,805,477	12,805,477	16,033,630	16,032,425	16,812,314	15,951,135	16,019,847	14,647,191
Program 1.2 : Staffing Services and Assessment: maintains the systems that link Canadians and public servants seeking employment opportunities in the federal public service with hiring departments and agencies. It provides assessment-related products and services in the form of research and development, consultation, assessment operations and counselling for use in recruitment, selection and development throughout the federal public service. This program also includes delivering staffing services, programs and products to departments and agencies, to Canadians and to public servants.								
	26,719,456	26,719,456	22,626,987	22,405,310	24,159,001	21,763,483	27,590,904	32,010,281
Program 1.3 : Oversight of Integrity in Staffing and of Non-partisanship: provides an accountability regime for the implementation of the appointment policy. It also provides a regulatory framework for safeguarding the integrity of public service staffing and ensuring that staffing is free from political influence. This program includes monitoring departments' and agencies' staffing performance and compliance with legislative requirements; conducting audits and studies; carrying out investigations; and reporting to Parliament on the integrity of public service staffing and the non-partisanship of the public service.								
	19,574,592	19,574,592	16,972,232	16,972,232	18,380,731	16,955,912	20,000,247	21,547,291
Strategic Outcome Subtotal	59,099,525	59,099,525	55,632,849	55,409,967	59,352,046	54,670,530	63,610,998	68,204,763
Internal Services Subtotal	30,850,069	30,850,069	28,060,638	27,917,293	34,348,171	30,896,735	32,119,068	37,401,120
Total	89,949,594	89,949,594	83,693,487	83,327,260	93,700,217	85,567,265	95,730,066	105,605,883

*Program numbers may differ due to rounding.

The above numbers represent the utilization of the authorities on a cash basis. The Financial Statements present the information on an accrual accounting basis.

For fiscal year 2013-14, the PSC's financial performance resulted in a reported Public Accounts lapse of $8.1M. The PSC continued to proactively implement spending controls (e.g., rigorous vacancy management and focused cost containment) in light of the third year (fiscal year 2014-15) of funding reductions resulting from Spending Review 2012. The PSC adjusted spending to ensure its mandate was delivered within revised reference levels.

Alignment to Government of Canada Outcomes

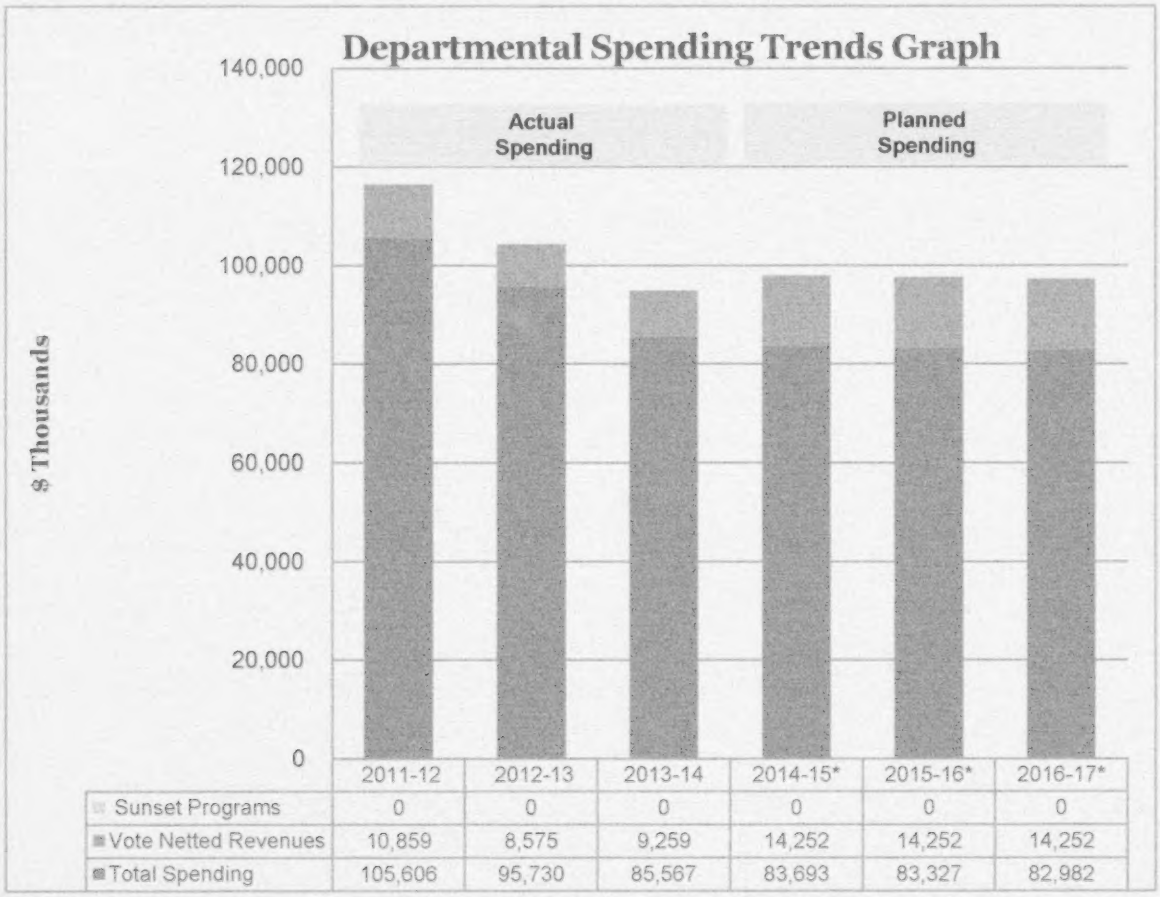
2013–14 Actual Spending by Whole-of-Government-Framework Spending Area[1] (dollars)

Strategic Outcome	Program	Spending Area	Government of Canada Outcome	2013–14 Actual Spending
To provide Canadians with a highly competent, non-partisan and representative public service, able to provide service in both official languages, in which appointments are based on merit and the values of fairness, access, representativeness and transparency	1.1.0 Staffing System Integrity and Political Impartiality	Government Affairs	Well-managed and efficient government operations	15,951,135
	1.2.0 Staffing Services and Assessment	Government Affairs	Well-managed and efficient government operations	21,763,483
	1.3.0 Oversight of Integrity in Staffing and of Non-Partisanship	Government Affairs	Well-managed and efficient government operations	16,955,912

Total Actual Spending by Spending Area (dollars)

Spending Area	Total Planned Spending	Total Actual Spending
Economic Affairs		
Social Affairs		
International Affairs		
Government Affairs	59,099,525	54,670,530

Departmental Spending Trends



	2011-12	2012-13	2013-14	2014-15*	2015-16*	2016-17*
Sunset Programs	0	0	0	0	0	0
Vote Netted Revenues	10,859	8,575	9,259	14,252	14,252	14,252
Total Spending	105,606	95,730	85,567	83,693	83,327	82,982

*For 2014-15, 2015-16 and 2016-17 – the amount of $14,252K represents the PSC's maximum vote netting authority, not the forecasted revenues.

The PSC's spending trend from 2011-12 through 2016-17 is illustrated in the above chart. The PSC does not have sunset programs. Total spending consists of the net spending amount (appropriated) plus vote netted revenues. The PSC has TBS approval to use cost recovery for assessment and counselling services of up to $14,252K. Actual revenues pertaining to assessment and counselling services delivered in 2013-14 were $9.0 million, which represents an increase of $.7 million (8%) from the previous year's revenues. An additional authority of $252,000 was received to use funding from Elections Canada and Passport Canada for their access to the PSRS.

Estimates by Vote

For information on the Public Service Commission's organizational Votes and statutory expenditures, consult the *Public Accounts of Canada 2014* (Volume II) on the Public Works and Government Services Canada Web site.[2]

Section II – Analysis of Programs by Strategic Outcome

Strategic Outcome

The Strategic Outcome of the PSC is to provide Canadians with a highly competent, non-partisan and representative public service, able to provide service in both official languages, in which appointments are based on merit and the values of fairness, access, representativeness and transparency.

Program 1.1 – Staffing System Integrity and Political Impartiality

The Staffing System Integrity and Political Impartiality program is focused on independently safeguarding merit and non-partisanship in the federal public service. This program includes developing and advancing strategic policy positions and directions; conducting policy research; establishing PSC policies and standards; providing advice, interpretation and guidance; and administering delegated and non-delegated authorities, including official languages, the political activities regime and priority administration.

Budgetary Financial Resources (dollars)

2013–14 Main Estimates	2013–14 Planned Spending	2013–14 Total Authorities Available for Use	2013–14 Actual Spending (authorities used)	2013–14 Difference (actual minus planned)
12,805,477	12,805,477	16,812,314	15,951,135	3,145,658

Human Resources (Full-Time Equivalents — FTEs)

2013–14 Planned	2013–14 Actual	2013–14 Difference
113	138	25

Performance Results

Expected Results	Performance Indicators	2013-14 Targets	Actual Results
Expected Result 1: The PSC will have set clear expectations for organizations to have comprehensive mechanisms to manage delegated staffing authority and accountability for results.	**Performance Indicator 1:** Percentage of organizations that have an Appointment Delegation and Accountability Instrument in place	**Target 1:** 100% of organizations have a valid delegation instrument in place.	Target was met. 100% of organizations have a valid delegation instrument in place.
Expected Result 2: The PSC will have provided organizations with clear policies and guidance in relation to appointments, non-partisanship, delegation and accountability, to give effect to the values and requirements of the PSEA.	**Performance Indicator 2:** Policy instruments (e.g., policies, regulations, Exclusion Approval Orders) and outreach activities of high quality and appropriate quantity	**Target 2:** Feedback received at outreach activities and through requests for advice indicates that guidance provided to organizations was clear and timely and responds to their needs.	Target was met. Responded to 727 requests for policy interpretation and over 2,800 operational questions, providing departments and agencies with timely information as they make staffing decisions. 117 outreach events were organized with the Association of Professional Executives, the National Managers Community, the Public Service Commission Joint Advisory Council, the National Joint Council, the Human Resources Council and other interdepartmental human resources (HR) communities.
Expected Result 3: The non-partisanship of the public service will have been safeguarded	**Performance Indicator 3:** Percentage of employees who indicate that they are aware of their legal rights and responsibilities related to political activities, to a moderate or great extent	**Target 3:** Survey results show progress toward 75% in the reported level of awareness (Baseline: 69% based on survey results from 2011)	Target was met. 75% of respondents to the 2013 Survey of Staffing indicated that they were aware of their legal rights and responsibilities to a moderate or great extent.

Performance Analysis

The PSC provides guidance, tools and support services while enhancing the framework that supports hiring managers to achieve a modern, effective staffing system. In addition to the PSEA, the PSC has responsibilities under the *Employment Equity Act*.

This program achieves results by communicating clear expectations for deputy heads and by drawing on lessons learned from its oversight activities to improve the staffing policy framework, clarify expectations and achieve a modern staffing system. Engagement with departments and agencies allows the PSC to enable hiring managers to staff efficiently, while meeting the intent of the PSEA.

Through the staffing system integrity and political impartiality program, the PSC supported departments and agencies by implementing plans as set out in its 2013-14 Report on Plans and Priorities. For example, the PSC:

- Initiated a horizontal review of policy and oversight functions to ensure that they are integrated, and serving to improve staffing across government. The focus of the review is to increase the efficiency of the staffing system, ensuring it is responsive to the evolving needs and expectations of departments and agencies. Over the next year, the PSC will consult with key stakeholders, including departments and agencies, central agencies and bargaining agents to establish a more streamlined policy framework and oversight model, supported by clear and accessible guidance and support.

Accountability Instruments and On-site Assistance to Organizations

- Launched a redesign of its ADAI. This redesign introduced a single, generic ADAI applicable to all delegated deputies. The PSC's goal is to improve the communication and understanding of the terms and conditions of delegation and its support to organizations; and
- Conducted an analysis of oversight results and provided customized on-site assistance to nine organizations in areas noted for improvement. Support provided included tailored coaching of employees, implementation of monitoring programs and the development of targeted training to HR advisors.

Outreach

- Adopted proactive and regular outreach to departments and agencies to consult on emerging issues, responded to questions and concerns, provided staffing advice and delivered 117 outreach events. This included consultation, meetings and partnership activities with deputy heads, the Association of Professional Executives, National Managers Community, the Public Service Commission Joint Advisory Council, the National Joint Council, Human Resources Council and other interdepartmental HR communities nationally and in the regions;
- Hosted a symposium on staffing management with over 120 heads of HR and staffing advisors from departments and agencies of all sizes. Panel sessions with representatives from departments and agencies were convened to share practical insights, lessons learned and best practices in the areas of monitoring and staffing; and
- Enhanced communication and outreach activities to further increase employees' awareness of their legal rights and responsibilities related to political activities. For instance, the PSC updated its Political Activities Self-Assessment Tool, including more social media guidance and provided the ability to assess more than one political activity per session. The tool was used 2,300 times in 2013-14. In addition, the PSC delivered a learning event to departments and agencies on best practices for raising employee awareness of their legal rights and responsibilities related to political activities.

Studies and Research

- Developed and implemented a multi-year agenda for research and studies to strategically inform future policy development and oversight activities.

Sub-program 1.1.1 - Staffing and Non-partisanship Policies, Advice and Support

Description

The Staffing and Non-Partisanship Policies, Advice and Support sub-program develops and advances strategic policy positions and directions on merit and non-partisanship in the federal public service. It also develops, interprets and provides advice and guidance on the Staffing Management Accountability Framework and Public Service Commission (PSC) policies, regulations and exclusion approval orders (EAO) related to staffing; it to ensures that departments and agencies, managers and human resources (HR) professionals receive relevant policy information, advice and support in a timely manner. It develops the PSC position on policy issues raised in complaints brought to the Public Service Staffing Tribunal (PSST).

Budgetary Financial Resources (dollars)

2013–14 Planned Spending	2013–14 Actual Spending	2013–14 Difference (actual minus planned)
7,166,761	7,911,476	744,715

Human Resources (Full-Time Equivalents — FTEs)

2013–14 Planned	2013–14 Actual	2013–14 Difference
62	66	4

Expected Results	Performance Indicators	2013-14 Targets	Actual Results
Expected Result 1: The PSC will have fulfilled its obligations and responsibilities under other legislation (e.g. *Employment Equity Act* and *Official Languages Act*).	**Performance Indicator 1:** Percentage of public servants who do not meet linguistic requirements without valid exemptions	**Target 1:** The percentage of employees who do not meet linguistic requirements without valid exemptions remains at or below 0.01% of the total population covered by the PSEA.	Target was met. The percentage of employees who do not meet linguistic requirements without valid exemptions remains below 0.01% of the total population covered by the PSEA.
Expected Result 2: The PSC will have supported accurate interpretation and application of the PSEA, the *Public Service Employment Regulations* and the PSC Appointment Policies.	**Performance Indicator 2:** Complaints before the Public Service Staffing Tribunal (PSST) reviewed, and policy risks for staffing assessed and mitigated	**Target 2:** 100% of PSC's written submissions and attendance at PSST hearings are appropriately targeted and based on cases where the risk for the staffing system is considered mid- to high.	Target was met.
Expected Result 3: The PSC will have supported employee awareness of their legal rights and responsibilities related to political activities (e.g. seeking to become a candidate in an election, as well as other non-candidacy related political activities), pursuant to Part 7 of the PSEA.	**Performance Indicator 3:** Percentage of communications activities that are undertaken in accordance with the annual communications plan	**Target 3:** 100% of communications activities are undertaken.	Target was met. Communications activities planned and undertaken include the update of the Political Activities Quiz, brochure and Self-Assessment Tool, the video on candidacy, as well as the updates and enhancements to political activities' material in CSPS courses.

Performance Analysis

The PSC provides departments and agencies with a policy framework, guidance and policy interpretation to ensure understanding and proper application of the delegated staffing authorities and political activities provisions and to increase organizational knowledge. In 2013-14, the PSC continued its work on exclusion approval orders, regulations and policies to ensure they respond to the current and future needs of departments and agencies.

Through the staffing and non-partisanship policies, advice and support sub-program, the PSC supported departments and agencies by implementing plans as set out in its 2013-14 Report on Plans and Priorities. For example, the PSC:

- Advanced policy files, including, for example, supporting the hiring opportunities for veterans and current members of the Canadian Armed Forces;
- Undertook regular outreach to support departments and agencies in each region to share updates, consult on current concerns and provide staffing advice;
- Enhanced its communications and outreach activities to further increase employees' awareness of their legal rights and responsibilities related to political activities. For instance, the PSC developed an animated video to explain the candidacy process for employees requesting permission from the PSC prior to seeking nomination or being a candidate in an election;
- The PSC also revised the Political Activities Quiz to reflect current wording used in other tools. The Quiz has been completed a total of 4,816 times since its launch in the fall of 2012. Finally, the Political Activities Self-Assessment Tool was updated and used 2,300 times in 2013-14.
- Responded to 727 requests for policy interpretation and over 2,800 operational questions, ensuring that departments and agencies were provided with timely information to guide their staffing decisions; and
- Analyzed trends in the Public Service Staffing Tribunal complaints and decisions to inform future policy direction.

Sub-program 1.1.2 - Delegation, Political Activities, Official Languages and Priority Administration

Description

The Delegation, Political Activities, Official Languages and Priority Administration sub-program administers the delegation of appointment authorities to departments and agencies through articulated delegation instruments, learning products and services, staffing advice, intelligence gathering to support the PSC oversight function and support to organizations — enabling delegate appointment and appointment-related authorities to the most suitable level(s) and full exercise of their delegated staffing authority. This sub-program is also responsible for the administration of the political activities regime and the determination of eligibility for the legislated mobility provisions, monitoring and providing expert advice on the use of the *Public Service Official Languages Exclusion Approval Order* and the administration of priority entitlements established under the *Public Service Employment Act* (PSEA) and the *Public Service Employment Regulations*.

Budgetary Financial Resources (dollars)

2013–14 Planned Spending	2013–14 Actual Spending	2013–14 Difference (actual minus planned)
5,638,716	8,039,659	2,400,943

Human Resources (Full-Time Equivalents — FTEs)

2013–14 Planned	2013–14 Actual	2013–14 Difference
51	72	21

Expected Results	Performance Indicators	2013-14 Targets	Actual Results
Expected Result 1: The PSC will have reviewed the results of oversight activities (audits, monitoring and investigations) to determine whether terms and conditions to delegation are required, and will have discussed these results with delegated organizations.	**Performance Indicator 1:** Percentage of oversight results that are reviewed and discussed with delegated organizations and for which recommendations for action are provided	**Target 1:** 100% of oversight results are systematically reviewed and discussed with organizations, and recommendations are provided.	Target was met. 100% of oversight results, including for example audits and Departmental Staffing Accountability (DSAR) reports were reviewed and discussed.[1]
Expected Result 2: The PSC will have provided organizations with guidance and tools and proceeded with timely referrals to enable the placement of persons with priority rights for appointment in the public service.	**Performance Indicator 2:** Priority administration, guidance, tools, outreach activities and referrals of high quality and supporting the placement of priority persons	**Target 2:** Referrals are timely and in accordance with service and quality standards.	Target was met. The service standard to review a priority clearance request, pre-screen and refer persons with a priority entitlement within 5 business days of receiving a request was met 92.4% of the time.
Expected Result 3: The PSC will have rendered timely decisions regarding eligibility for the legislated mobility provisions[2] and requests for permission for candidacy.	**Performance Indicator 3:** Percentage of decisions rendered within established time frames	**Target 3:** 100% of decisions are rendered within established time frames.	Target was met. 100% of decisions rendered within established time frames.

[1] Deputy heads submit a self-assessment in the form of a DSAR, in which they report on their organization's performance and provide supporting documentation as evidence of progress that has been made in addressing specific areas identified by the PSC. In addition, the PSC generates and analyzes the information at its disposal, such as data on time to register and to assess priority persons referred for vacant positions and incorporates the results of PSC audits and investigations in its assessment of performance.

[2] Pursuant to the PSEA, section 35.2, the PSC has retained the responsibility for confirming whether former ministerial staff meet the criteria for mobility to apply for advertised internal appointment processes. A similar provision exists for employees formerly occupying certain excluded positions at the Office of the Governor General's Secretary, as per section 4.1 of the *Office of the Governor General's Secretary Employment Regulations*.

Performance Analysis

The PSC relies on a continuum of policies and oversight mechanisms to ensure a well-functioning, delegated, values-based staffing system with services that meet the needs of organizations and ensures continued assurance to Parliament on the performance of the staffing system. Through its policies, oversight and services, the PSC continued to support improved performance and accountability within departments and agencies.

Through the delegation, political activities and Priority Administration sub-program, the PSC supported departments and agencies by implementing plans as set out in its 2013-14 Report on Plans and Priorities. For example, the PSC:

Delegation

- Introduced a redesigned ADAI to improve the communication and understanding of the terms and conditions of delegation and its support to organizations; and

- Conducted proactive outreach to provide policy guidance and support and to share key trends, lessons learned and best practices with departments and agencies to support effective management of staffing delegations.

Political Candidacy and Mobility Provision for Former Ministerial Staff

- The PSC received 155 new candidacy requests for permission were submitted by public servants. This is the highest number of requests ever received in a fiscal year. All decisions rendered by the Commission in 2013-14 respected the 30 day requirement in the *Political Activities Regulations*.

Priority Administration

- Strengthened and clarified the policy framework on priority appointments following consultation with deputy heads, heads of HR, managers and bargaining agents. The updated framework includes the *Priority Appointment Policy*, Priority Administration Directive and a revised resourcing model and strengthens accountabilities in administering priority entitlements. Materials related to the new framework were provided to organizations ahead of implementation, allowing for improved communication and consistent distribution of information across the public service;

- Enhanced policy and support services through forums such as the Priority Administration Community of Practice to facilitate the placement of as many persons with a priority for appointment as possible, as quickly as possible. In this regard, the Priority Administration Program contributed to meeting the staffing needs of the public service while ensuring the investment of knowledge, skills and experience of its employees was retained; and

- Implemented system improvements in PIMS to facilitate the placement of persons with a priority entitlement in departments and agencies. Changes were made to simplify the process for matching qualified individuals with job opportunities and to ensure that order of precedence of priority entitlements is respected.

Program 1.2 – Staffing Services and Assessment

The Staffing Services and Assessment program maintains the systems that link Canadians and public servants seeking employment opportunities in the federal public service with hiring departments and agencies. It provides assessment-related products and services in the form of research and development, consultation, assessment operations and counselling for use in recruitment, selection and development throughout the federal public service. This program also includes delivering staffing services, programs and products to departments and agencies, to Canadians and public servants, through client service units located across Canada.

Note: The figures below are net of respendable revenue for the provision of assessment and counselling services.

Budgetary Financial Resources (dollars)

2013–14 Main Estimates	2013–14 Planned Spending	2013–14 Total Authorities Available for Use	2013–14 Actual Spending (authorities used)	2013–14 Difference
26,719,456	26,719,456	24,159,001	21,763,483	(4,955,973)

Human Resources (Full-Time Equivalents — FTEs)

2013–14 Planned	2013–14 Actual	2013–14 Difference
408	272	(136)

Expected Results	Performance Indicators	2013-14 Targets	Actual Results
The PSC will have delivered quality programs, products and services to enable organizations to carry out their delegated staffing authorities.	Level of satisfaction that clients have with programs, products and services	Survey and consultation results are satisfactory 85% of the time.	Target was met. PSRS support: 92% of attendees at training sessions were satisfied with training courses. Executive Selection (using SELEX): 100% of candidates assessed agreed to a considerable or great extent that actual assessment tasks were administered efficiently. Administration of Second Language Test of Oral Proficiency: 87-91% of candidates selected the highest ratings possible for the professionalism and courtesy of both administrative staff and assessors. Accommodation seminars: 100% of participants who completed the feedback questionnaire would recommend the seminar to a colleague. As well, the overall usefulness of the seminar was rated as very good.

Performance Analysis

The PSC offered recruitment programs and mandatory and optional staffing and assessment products and services through its offices located across the country. In 2013-14, the PSC provided services to 104 organizations on a cost recovery basis, generating $9M in revenue.

Through the Staffing and Assessment program, the PSC supported departments and agencies by implementing plans as set out in its 2013-14 Report on Plans and Priorities. For example, the PSC:

- Continued partnership with Public Works and Government Services Canada to support their national appointment process for staffing compensation advisor positions in Miramichi, New Brunswick. The PSC provided staffing guidance and services and expert advice on assessment to optimize the use of standardized assessment tools to ensure quality of hires and leveraged the use of technology with electronic screening and use of UIT;

- Continued to support Correctional Services Canada in their efforts to recruit correctional officers. In addition to providing tests for screening purposes, in 2013-14, the PSC completed more than 1,200 clinical assessments of correctional officer candidates followed by 600 semi-structured interviews; and

- Employed a series of existing customer satisfaction metrics to evaluate performance while client satisfaction survey underwent updates to reflect updated product and service offerings. These metrics indicated a high level of satisfaction with our PSRS support and assessment services.

Sub-program 1.2.1 - Staffing Services

Description

The Staffing Services sub-program includes the development and delivery of staffing services and programs to departments and agencies and to Canadians, including public servants. The PSC staffing services include comprehensive staffing services at all levels as well as student and graduate recruitment programs. These services are designed to help federal departments and agencies select qualified individuals for positions across a range of occupations and levels within the public service.

Budgetary Financial Resources (dollars)

2013–14 Planned Spending	2013–14 Actual Spending	2013–14 Difference (actual minus planned)
11,527,919	7,715,160	(3,812,759)

Human Resources (Full-Time Equivalents — FTEs)

2013–14 Planned	2013–14 Actual	2013–14 Difference
128	60	(68)

Expected Results	Performance Indicators	2013-14 Targets	Actual Results
Timely and efficient Staffing Services will have enabled clients with delegation in staffing.	Service standards met 95% of the time	Service standards are met 95% of the time.	Target was met. Three service standards were measured in 2013-14, all of which were met at least 95% of the time.

Performance Analysis

As a leader in the development and provision of innovative staffing services, the PSC continued to enhance and modernize its services to departments and agencies.

Through the staffing services sub-program, the PSC supported departments and agencies by implementing plans as set out in its 2013-14 Report on Plans and Priorities. For example, the PSC:

- Supported departments and agencies in meeting their recruitment needs through the administration of three student employment programs – the Federal Student Work Experience Program, the Research Affiliate Program and the Co-operative Education and Internship Program. These programs are designed to provide students with on-the-job assignments to develop the skills and knowledge required for entry into the workforce, while meeting the temporary needs of managers. During the fiscal year, a joint evaluation of the student employment programs was undertaken with TBS; and
- Continued its yearly Post-Secondary Recruitment (PSR) campaign, using its on-line testing platform to deliver a refined UIT that proved to be a cost-effective screening strategy. For example, of the 12,429 PSR applicants invited to take the PSEE unsupervised test, 48% (5,941) were successful and subsequently invited to a supervised testing session.

Sub-program 1.2.2 – Assessment

Description

Through the PSC's Personnel Psychology Centre and regional client services units, the Assessment sub-program provides assessment-related products and services in the form of research and development, consultation, assessment operations and counselling for use in staffing, selection and development throughout Departments / Agencies. These standardized assessment instruments, professional services and leading edge techniques such as e-testing support efficient, merit-based appointments through accurate and fair assessment of qualifications including second official language requirements.

Budgetary Financial Resources (dollars)

2013–14 Planned Spending	2013–14 Actual Spending	2013–14 Difference (actual minus planned)
8,517,435	8,055,364	(462,071)

Human Resources (Full-Time Equivalents — FTEs)

2013–14 Planned	2013–14 Actual	2013–14 Difference
212	163	(49)

Expected Results	Performance Indicators	2013-14 Targets	Actual Results
Modern assessment services will have enabled hiring managers to staff efficiently, while also respecting staffing values.	Service standards met 95% of the time	Service standards are met 95% of the time.	Target was not met. Two of the seven service standards measured were met.
	Percentage of e-tests that are administered on-line	The percentage of e-tests administered on-line has increased from 44% to 65%.	54% of all PSC tests were administered on-line and 90% of all SLE tests were administered on-line.

Performance Analysis

The PSC supports deputy heads in maintaining and enhancing a merit-based appointment system. It provides guidance to augment the effectiveness of a department or agency's assessment tools and test development practices by reviewing their assessment processes. Departments and agencies also have access to a range of standardized assessment tools, developed with the expertise of the PSC, to support objective, merit-based appointments.

Through the assessment sub-program, the PSC supported departments and agencies by implementing plans as set out in its 2013-14 Report on Plans and Priorities. For example, the PSC:

- Continued to promote e-testing capacity with over 492 facilities now in place (a 23% increase from 2012--2013) and 1,972 certified public service employees qualified to administer e-tests (a 31% increase from 2012-2013). As of April 1, 2013, the PSC implemented mandatory on-line SLE testing, with some exceptions. This reduced the volume of paper and pencil tests shipped by 80% from 2012-2013;
- Provided clinical assessments for selection, counselling and coaching. Coaching hours increased by 21% from the previous fiscal year, from 4,859 hours to 5,898 hours;
- Delivered introductory seminars and webinars on assessment accommodation to 79 HR specialists and managers from 32 different organizations. Awareness sessions on assessment accommodation were also presented to the National Staffing Council, the Interdepartmental Network on Employment Equity and at an employment equity (EE) event at Carleton University;
- Continued to offer unsupervised self-assessment tests for second language writing skills, which are seen only by the applicant. This allows applicants to assess their proficiency prior to submitting their application for a position. In 2013-14, the test was used in over 256 staffing processes for bilingual positions. Results of this self-assessment are not considered in the appointment process, but provide useful information to candidates about their likelihood of meeting the official language requirements of the position; and
- Increased service continuity and test security with the implementation of Computer-Generated Testing for its Second Language Test of Reading Comprehension. This functionality provides unique tests to test-takers, minimizing the risk of cheating and ensuring that the PSC can respond quickly and easily to any test breaches.

Sub-program 1.2.3 - Enabling Infrastructure

Description

The Enabling Infrastructure sub-program includes the maintenance and ongoing development of the systems and processes linking those who seek federal public service employment opportunities with hiring departments and agencies. The system supports staffing and recruitment activities — including student and graduate recruitment programs.

Budgetary Financial Resources (dollars)

2013–14 Planned Spending	2013–14 Actual Spending	2013–14 Difference (actual minus planned)
6,674,102	5,992,959	(681,143)

Human Resources (Full-Time Equivalents — FTEs)

2013–14 Planned	2013–14 Actual	2013–14 Difference
68	49	(19)

Expected Results	Performance Indicators	2013-14 Targets	Actual Results
Enabling infrastructure will have supported organizational delegation.	Staffing system enhancements released on a timely basis	90% of system enhancements are released on a timely basis.	Target was met. 100% of system enhancements were completed on schedule
	Number of organizational learning circles / training activities that are conducted for the Public Service Resourcing System (PSRS)	50 organizational learning circles / training activities are conducted for the PSRS.	Target was met. 62 organizational learning circles/training activities were conducted for the PSRS.

Performance Analysis

Through the enabling infrastructure sub-program, the PSC supported departments and agencies by implementing plans as set out in its 2013-14 Report on Plans and Priorities. For example, the PSC:

- Enhanced PSC Systems, including seven releases over the year, to increase the usability of the external staffing system (PSRS) and increase access to internal jobs for laid-off priorities. Various technology updates (UTF, Oracle, WET template) were also completed to ensure compliance with Government of Canada information technology and infrastructure standards in support of HR Modernization and Shared Services Canada; and
- Delivered 62 learning events, such as circles and training activities, along with an additional nine customized sessions. Training continues to be evaluated to ensure continual improvement and renewal to ensure they meet client needs. Training activities were conducted for a range of organizations and groups throughout the year to ensure continuous learning and to support the effective use of the PSRS.

Program 1.3 – Oversight of Integrity in Staffing and of Non-partisanship

The Oversight of Integrity in Staffing and of Non-partisanship program provides an accountability regime for the implementation of the appointment policy. It also provides a regulatory framework for safeguarding the integrity of public service staffing and ensuring that staffing is free from political influence. This program includes monitoring departments' and agencies' staffing performance and compliance with legislative requirements; conducting audits and studies; carrying out investigations; and reporting to Parliament on the integrity of public service staffing and the non-partisanship of the public service.

Budgetary Financial Resources (dollars)

2013–14 Main Estimates	2013–14 Planned Spending	2013–14 Total Authorities Available for Use	2013–14 Actual Spending (authorities used)	2013–14 Difference
19,574,592	19,574,592	18,380,731	16,955,912	(2,618,680)

Human Resources (Full-Time Equivalents — FTEs)

2013–14 Planned	2013–14 Actual	2013–14 Difference
164	139	(25)

Expected Results	Performance Indicators	2013-14 Targets	Actual Results
Objective information and assurance will have been provided to Parliament, the PSC and deputy heads about the integrity and effectiveness of the appointment process, as well as the non-partisanship of the public service.	**Performance Indicator 1:** Percentage of risk-based oversight activities (audits and monitoring) that are conducted in accordance with approved plans	**Target 1:** 100% of risk-based oversight activities are conducted in accordance with approved plans.	Target was met. Conducted, as identified in the PSC Audit Plan, 12 organizational audits in accordance with approved plans.
	Performance Indicator 2: Percentage of investigation intake files that are reviewed within specified service standards to determine whether an investigation is warranted	**Target 2:** 100% of investigation intake files are reviewed within specified service standards to determine whether an investigation is warranted.	Target was met. The PSC reviewed 100% of its new investigation files within specified service standards.

Performance Analysis

The PSC has established an oversight framework that provides information on the integrity of the staffing system by systematically examining the different parts of that system. In addition to its regulatory authority and policy-setting function, this framework is comprised of three important oversight mechanisms: Monitoring, audits and investigations. Collectively, the integrated results of these mechanisms allow the PSC to report to Parliament on the overall integrity of the staffing system and provide feedback to deputy heads and promote learning about staffing practices to strengthen staffing performance.

Through the oversight of integrity in staffing and of non-partisanship sub-program, the PSC supported departments and agencies by implementing plans as set out in its 2013-14 Report on Plans and Priorities. For example, the PSC:

- Re-designed and streamlined the SMAF to make it a more effective and useful management tool for deputy heads and for the PSC, while reducing reporting requirements for organizations. The new SMAF is closely aligned with the core expectations that are outlined in the ADAI and the PSC Appointment Framework. It focuses on areas of ongoing risk, based on SMAF assessments, audits and investigations conducted in previous years;

- Conducted 12 organizational audits as outlined in the PSC Audit Plan;

- Conducted early analysis to ensure PSC audit methodologies are adapted to the size and the level of risk associated with small and micro organizations; and

- Conducted an independent review of the investigation function to assess and examine its role and contribution and to identify measures that could strengthen operations. The PSC has examined the recommendations and is making changes, where necessary, in order to mature its investigation function.

Sub-program 1.3.1 – Monitoring

Description

The Monitoring sub-program ensures that departments and agencies respect the appointment values and legislative requirements of the PSEA in the context of their delegated and non-delegated authorities retained by the PSC. It includes analysis and feedback to organizations, based on results from monitoring tools and activities such as reports and visits.

Budgetary Financial Resources (dollars)

2013–14 Planned Spending	2013–14 Actual Spending	2013–14 Difference (actual minus planned)
1,568,187	1,083,285	(484,902)

Human Resources (Full-Time Equivalents — FTEs)

2013–14 Planned	2013–14 Actual	2013–14 Difference
13	9	(4)

Expected Results	Performance Indicators	2013-14 Targets	Actual Results
The PSC will have monitored delegated and non-delegated staffing authorities, as well as respect for PSEA core and guiding values, and will have undertaken targeted outreach to organizations that are of concern.	Percentage of organizations with delegated staffing authorities that received feedback from the PSC	100% of organizations with delegated staffing authorities received feedback from the PSC.	Target was met.

Performance Analysis

The primary source of PSC monitoring is the SMAF. The SMAF sets out the PSC's expectations for a well-managed appointment system in a delegated organization, in keeping with the PSEA, and provides a framework for monitoring staffing performance at the organizational level. The PSC assesses organizational performance against the SMAF and provides annual feedback to deputy heads.

The results of the PSC's ongoing monitoring, as well as internal monitoring by organizations, are other important sources of information to help deputy heads identify areas where action is required to improve performance. Monitoring of organizations also helps identify where further action may be required, including PSC intervention such as assistance from a PSC advisor, audits or investigations.

As the staffing system and capacity within delegated departments and agencies mature, the PSC continues to refine the way in which it undertakes oversight.

Through the monitoring sub-program, the PSC supported departments and agencies by implementing plans as set out in its 2013-14 Report on Plans and Priorities. For example, the PSC:

- Supported a risk-based approach through a redesigned SMAF that allows deputy heads and senior management teams to take into account their own context, resource capacity and risks being faced within the organization, both operational and staffing; and
- Reduced the reporting burden through a redesigned SMAF. The new framework has 1 strategic outcome, 1 desired outcome, 5 elements and 12 indicators, making it simpler and more focused than the previous SMAF, which had 29 indicators and 60 measures.

Sub-program 1.3.2 - Audit and Data Services

Description

The Audit and Data Services sub-program conducts independent organizational and government-wide audits to support the oversight activities of the PSC; and supplies data services, information, studies and analysis on the Public Service to support the enabling activities of the PSC and of departments and agencies. These contribute to providing objective information, advice and assurance to Parliament, and ultimately Canadians, about the integrity and effectiveness of the appointment process, including the protection of merit and non-partisanship.

Budgetary Financial Resources (dollars)

2013–14 Planned Spending	2013–14 Actual Spending	2013–14 Difference (actual minus planned)
14,955,092	12,704,977	(2,250,115)

Human Resources (Full-Time Equivalents — FTEs)

2013–14 Planned	2013–14 Actual	2013–14 Difference
122	103	(19)

Expected Results	Performance Indicators	2013-14 Targets	Actual Results
Expected Result 1: Risked-based audits will have provided independent assurance on the integrity of the appointment system.	**Performance Indicator 1:** Percentage of independent audits conducted that meet professional standards	100% of independent audits conducted meet professional standards.	Target was met. All organizational audits were conducted in accordance with the Institute of Internal Auditor's professional audit standards.[1]
Expected Result 2: Provision of data and information will have enabled the Commission and organizations to deliver on their mandates.	**Performance Indicator 2a:** Percentage of data services provided to clients that are in accordance with established service standards	85% of data services provided to clients are in accordance with established service standards.	Target was met. 87% of the data requests were delivered in accordance with service standards.
	Performance Indicator 2b: Percentage of data services provided that are in accordance with established quality standards	100% of data services provided are in accordance with established quality standards.	Target was met. 100% of data services provided were in accordance with established quality standards.

[1] 100% of audits were conducted in accordance with the Institute of Internal Auditors' International Professional Practices Framework audit standards and were reviewed through a third party assessment against these standards.

Performance Analysis

Audits provide information to departments, agencies and Parliament on the integrity of the staffing system. PSC audits are an important part of the feedback loop that underpins deputy heads' understanding of staffing risks, controls and governance within their own organization.

Through the audit and data services sub-program, the PSC supported departments and agencies by implementing plans as set out in its 2013-14 Report on Plans and Priorities. For example, the PSC:

Audit

- Conducted 12 organizational audits, as outlined in the PSC Audit Plan and analyzed the results of these audits to inform the PSC, Parliament and deputy heads on staffing trends and issues, while contributing to system-wide learning and performance;
- Post-audit feedback surveys indicated audits contributed to each deputy head's understanding of the staffing risks, controls and governance within their own organization;
- Continued to encourage the use of the PSC audit program through the internal government Web site GCPEDIA to foster continuous improvement of staffing. To date, the PSC's GCPEDIA was accessed more than 5,241 times, an increase of 9.4% compared to previous fiscal year; and
- The PSC expanded its post-audit surveys to seek feedback on other areas where the PSC supports organizations, including the development of action plans, to better assess its impact and the needs of organizations prior to, during and following an audit.

Monitoring Through PSC Data Analysis

- Administered the 2013 Survey of Staffing and, for the 2012 Survey of Staffing, developed organizational data reports for all participating organizations that fall under the PSEA, enabling them to identify areas within their staffing system showing improvement and those requiring further attention;
- Published and communicated to deputy heads, heads of HR and employees the results of two studies that looked more closely at how being a member of an EE group affects both chances of promotion and perceptions of the staffing process. Results from these studies indicated areas where further research and other work may be required;
- Implemented a common methodology developed in partnership with the Office of the Chief Human Resources Officer that will ensure consistent reporting of EE data across the federal public service. This new methodology will improve the quality and completeness of information on designated groups, in addition to improving efficiencies by which departments and agencies will obtain and report on EE data; and
- Improved its capacity to provide access to data for analysis and reporting purposes by upgrading its innovative self-service tool, INGENIUM, with additional reporting tools and enhanced options.

Sub-program 1.3.3 – Investigations

Description
The Investigations sub-program conducts investigations into appointment processes (public servants and members of the public) to ensure that they respect the value of merit, including the absence of political influence. The Investigations sub-program also conducts investigations into allegations of improper political activities by public servants to ensure the respect of the principle of non-partisanship. In exceptional cases, this sub-program may include use of the PSC's broader audit authority, which covers anything within its mandate as defined in the PSEA.

Budgetary Financial Resources (dollars)

2013–14 Planned Spending	2013–14 Actual Spending	2013–14 Difference (actual minus planned)
3,051,313	3,167,650	116,337

Human Resources (Full-Time Equivalents — FTEs)

2013–14 Planned	2013–14 Actual	2013–14 Difference
29	27	(2)

Expected Results	Performance Indicators	2013-14 Targets	Actual Results
Timely investigations process that respect procedural fairness will have been used to resolve issues related to staffing and improper political activities within the established standards.	Percentage of investigations that meet the standard of completion within 215 days	80% of investigations meet the standard of completion within 215 days.	Target was met. 83% of investigation files met the standard of completion within 215 days.

Performance Analysis

As a component of oversight, PSC investigations play an important role in the Commission's accountability to Parliament by helping safeguard the integrity of appointments and overseeing the political impartiality of the federal public service.

Through the investigations sub-program, the PSC supported departments and agencies by implementing plans as set out in its 2013-14 Report on Plans and Priorities. For example, the PSC:

- Received 275 new requests to investigate appointment processes. This is higher than the previous year and reflects a return to higher levels of staffing activity, following the general reduction in 2012-2013.

Internal Services

Internal Services are groups of related activities and resources that are administered to support the needs of programs and other corporate obligations of an organization. These groups are: Management and Oversight Services; Communications Services; Legal Services; Human Resources Management Services; Financial Management Services; Information Management Services; Information Technology Services; Real Property Services; Materiel Services; Acquisition Services; and Other Administrative Services. Internal Services include only those activities and resources that apply across an organization and not to those provided specifically to a program.

Budgetary Financial Resources (dollars)

2013–14 Main Estimates	2013–14 Planned Spending	2013–14 Total Authorities Available for Use	2013–14 Actual Spending (authorities used)	2013–14 Difference
30,850,069	30,850,069	34,348,171	30,896,735	46,666

Human Resources (Full-Time Equivalents — FTEs)

2013–14 Planned	2013–14 Actual	2013–14 Difference
237	211	(26)

Performance Analysis

The Corporate Management Branch provides the PSC with central services and systems in support of all PSC program activities. It includes modern comptrollership, management systems and policies, finance, HR management, information management and information technology services, internal audit and evaluation, Communications and Parliamentary Affairs and the Access to Information and Privacy program.

Consistent with the PSC's management priorities, during 2013-14 Internal Services provided the PSC's branches with the support they required to deliver programs and services and to achieve the organization's strategic outcomes. Encompassing a range of corporate management functions, these services promoted sound long-term management of human, financial and materiel resources.

Through the internal services program, the PSC implemented plans as set out in its 2013-14 Report on Plans and Priorities. For example, the PSC:

- Developed an Integrated Business Plan that aligned approaches to governance, corporate planning and resource allocation, both within and across branches. That included consideration of key risks; assessment of horizontal implications and a formal process for consulting on a consistent, regular basis for all key projects;
- Implemented the Common Human Resources Business Process, as required, to align with government-wide processes. The PSC will continue to work with Office of the Chief Human Resources Officer as this initiative evolves;
- Completed Phase 1 of the PSC's contribution to the government-wide Rationalization of Systems Project that focused on Personnel Psychology Centre tests and services related to systems. Business requirements have been completed for a streamlined service delivery model that will facilitate transactions with organizations looking to receive PSC assessment products and services;
- Provided employees with the necessary learning to contribute to the organization's objectives via an array of formal and informal learning opportunities that included language skills training, management skills development and Whole–of-Government learning initiatives on matters such as performance management, harassment prevention and occupational health and safety;
- As a concrete response to the PSC's Employee Engagement Survey results, launched a new Employee Recognition Framework. Also increased internal communications with PSC employees to support change management and relocation to Gatineau;
- Relocated PSC headquarters to Gatineau and fully adopted Workplace 2.0 standards in the new work environment;
- Standardized the computer application development process, launched an application rationalization project and adopted a documented, governance-based approach to information management/technology project prioritization; and
- Implemented TBS' Procedures for Publishing effective June 1, 2013. Reduced the print run of the Annual Report and Audit Reports. Created and published e-publication formats to support on-demand printing.

Section III: Supplementary Information

Financial Statements Highlights

The financial highlights [3]present presented within this Departmental Performance Report are intended to serve as a general overview of the Public Service Commission's (PSC) financial position and operations.

The PSC is financed by the Government of Canada through Parliamentary authorities. Financial reporting of authorities provided to the PSC do not parallel financial reporting according to generally accepted accounting principles since authorities are primarily based on cash flow requirements. Consequently, items recognized in the Consolidated Statement of Operations and Departmental Net Financial Position and Consolidated Statement of Financial Position are not necessarily the same as those provided through authorities from Parliament. A reconciliation between authorities used and the net cost of operations is set out in Note 3 of the PSC's consolidated financial statements.

The purpose of this section is to explain the PSC's 2013-14 financial statements highlights. In summary between 2012-13 and 2013-14, the PSC's non-financial assets decreased by $4.2M, its liabilities decreased by $4.2M, its expenses decreased by $10.4M and its revenues increased by $1.1M.

Financial Statements

Condensed Statement of Operations and Departmental Net Financial Position

Public Service Commission Condensed Statement of Operations and Departmental Net Financial Position (Unaudited) For the Year Ended March 31, 2014 ($ thousands)					
	2013–14 Planned Results*	2013–14 Actual	2012–13 Actual	$ Difference (2013–14 Actual minus 2013-14 Planned)	$ Difference (2013–14 Actual minus 2012-13 Actual)
Total expenses	129,697	117,403	127,759	(12,294)	(10,356)
Total revenues	16,346	10,602	9,485	(5,744)	1,117
Net cost of operations before government funding and transfers	113,351	106,801	118,274	(6,550)	(11,473)
Departmental net financial position	3,371	(2,956)	(2,414)	(6,327)	(542)

In 2013-14 the PSC's total expenses decreased by $10.4M when compared with the previous fiscal year. This decrease is mainly due to a reduction in employee-related expenses.

When comparing with the previous fiscal year, the actual total revenues increased by $1.1M in 2013-14. This increase is primarily attributable to the increased revenues of $0.7M from assessment and counselling services. Furthermore, revenues of $0.4M were received from other government organizations for their access to the PSRS.

Planned revenues for 2013-14 are overstated when compared with actual revenues because the PSC's full voted netted authority of $14.3M (plus the employee benefit plan) is factored into the planned amount.

Condensed Statement of Financial Position

Public Service Commission Condensed Statement of Financial Position (Unaudited) As at March 31, 2014 ($ thousands)			
	2013–14	2012–13	Difference (2013-14 minus 2012-13)
Total net liabilities	14,132	18,347	(4,215)
Total net financial assets	6,152	6,742	(590)
Departmental net debt	7,980	11,605	(3,625)
Total non-financial assets	5,024	9,191	(4,167)
Departmental net financial position	(2,956)	(2,414)	(542)

The net liabilities decrease of $4.2M is mainly due to the reduction of the employee future benefits liability, while the non-financial assets decrease of $4.2M is attributable to the PSC's move to Gatineau and closure of regional offices.

Financial Statements

The PSC financial statements [4] are found on the PSC Website.

Supplementary information tables

Supplementary information tables [5] listed in the 2013-2014 Departmental Performance Report can be found on the PSC Website.

- Greening Government Operations;
- Internal Audits and Evaluations.

Tax Expenditures and Evaluations

The tax system can be used to achieve public policy objectives through the application of special measures such as low tax rates, exemptions, deductions, deferrals and credits. The Department of Finance publishes cost estimates and projections for these measures annually in the Tax Expenditures and Evaluations publication[6]. The tax measures presented in the Tax Expenditures and Evaluations publication are the sole responsibility of the Minister of Finance.

Section IV: Organizational contact information

E-mail address:
infocom@psc-cfp.gc.ca

Mailing address:

Public Service Commission
22 Eddy Street
Gatineau, Quebec K1A 0M7

Appendix A: Definitions

appropriation: Any authority of Parliament to pay money out of the Consolidated Revenue Fund.

budgetary expenditures: Include operating and capital expenditures; transfer payments to other levels of government, organizations or individuals; and payments to Crown corporations.

Departmental Performance Report: Reports on an appropriated organization's actual accomplishments against the plans, priorities and expected results set out in the corresponding Reports on Plans and Priorities. These reports are tabled in Parliament in the fall.

full-time equivalent: Is a measure of the extent to which an employee represents a full person-year charge against a departmental budget. Full-time equivalents are calculated as a ratio of assigned hours of work to scheduled hours of work. Scheduled hours of work are set out in collective agreements.

Government of Canada outcomes: A set of 16 high-level objectives defined for the government as a whole, grouped in four spending areas: economic affairs, social affairs, international affairs and government affairs.

Management, Resources and Results Structure: A comprehensive framework that consists of an organization's inventory of programs, resources, results, performance indicators and governance information. Programs and results are depicted in their hierarchical relationship to each other and to the Strategic Outcome(s) to which they contribute. The Management, Resources and Results Structure is developed from the Program Alignment Architecture.

non-budgetary expenditures: Include net outlays and receipts related to loans, investments and advances, which change the composition of the financial assets of the Government of Canada.

performance: What an organization did with its resources to achieve its results, how well those results compare to what the organization intended to achieve and how well lessons learned have been identified.

performance indicator: A qualitative or quantitative means of measuring an output or outcome, with the intention of gauging the performance of an organization, program, policy or initiative respecting expected results.

performance reporting: The process of communicating evidence-based performance information. Performance reporting supports decision making, accountability and transparency.

planned spending: For Reports on Plans and Priorities (RPPs) and Departmental Performance Reports (DPRs), planned spending refers to those amounts that receive Treasury Board approval by February 1. Therefore, planned spending may include amounts incremental to planned expenditures presented in the Main Estimates.
A department is expected to be aware of the authorities that it has sought and received. The determination of planned spending is a departmental responsibility, and departments must be able to defend the expenditure and accrual numbers presented in their RPPs and DPRs.

plans: The articulation of strategic choices, which provides information on how an organization intends to achieve its priorities and associated results. Generally a plan will explain the logic behind the strategies chosen and tend to focus on actions that lead up to the expected result.

priorities: Plans or projects that an organization has chosen to focus and report on during the planning period. Priorities represent the things that are most important or what must be done first to support the achievement of the desired Strategic Outcome(s).

program: A group of related resource inputs and activities that are managed to meet specific needs and to achieve intended results and that are treated as a budgetary unit.

Program Alignment Architecture: A structured inventory of an organization's programs depicting the hierarchical relationship between programs and the Strategic Outcome(s) to which they contribute.

Report on Plans and Priorities: Provides information on the plans and expected performance of appropriated organizations over a three-year period. These reports are tabled in Parliament each spring.

results: An external consequence attributed, in part, to an organization, policy, program or initiative. Results are not within the control of a single organization, policy, program or initiative; instead they are within the area of the organization's influence.

Strategic Outcome: A long-term and enduring benefit to Canadians that is linked to the organization's mandate, vision and core functions.

sunset program: A time-limited program that does not have an ongoing funding and policy authority. When the program is set to expire, a decision must be made whether to continue the program. In the case of a renewal, the decision specifies the scope, funding level and duration.

target: A measurable performance or success level that an organization, program or initiative plans to achieve within a specified time period. Targets can be either quantitative or qualitative.

whole-of-government framework: Maps the financial contributions of federal organizations receiving appropriations by aligning their Programs to a set of 16 government-wide, high-level outcome areas, grouped under four spending areas.

Endnotes

1. Whole-of-government framework, http://www.tbs-sct.gc.ca/ppg-cpr/frame-cadre-eng.aspx

[2] *Public Accounts of Canada 2014*, http://www.tpsgc-pwgsc.gc.ca/recgen/cpc-pac/index-eng.html

[3] The Financial Statements on the Public Service Commission Website publications page - http://www.psc-cfp.gc.ca/centres/publications-eng.htm

[4] The Financial Statements on the Public Service Commission Website publications page - http://www.psc-cfp.gc.ca/centres/publications-eng.htm

[5] The Supplementary information tables on the Public Service Commission Website publications page - http://www.psc-cfp.gc.ca/centres/publications-eng.htm

[6] *Tax Expenditures and Evaluations* publication, http://www.fin.gc.ca/purl/taxexp-eng.asp